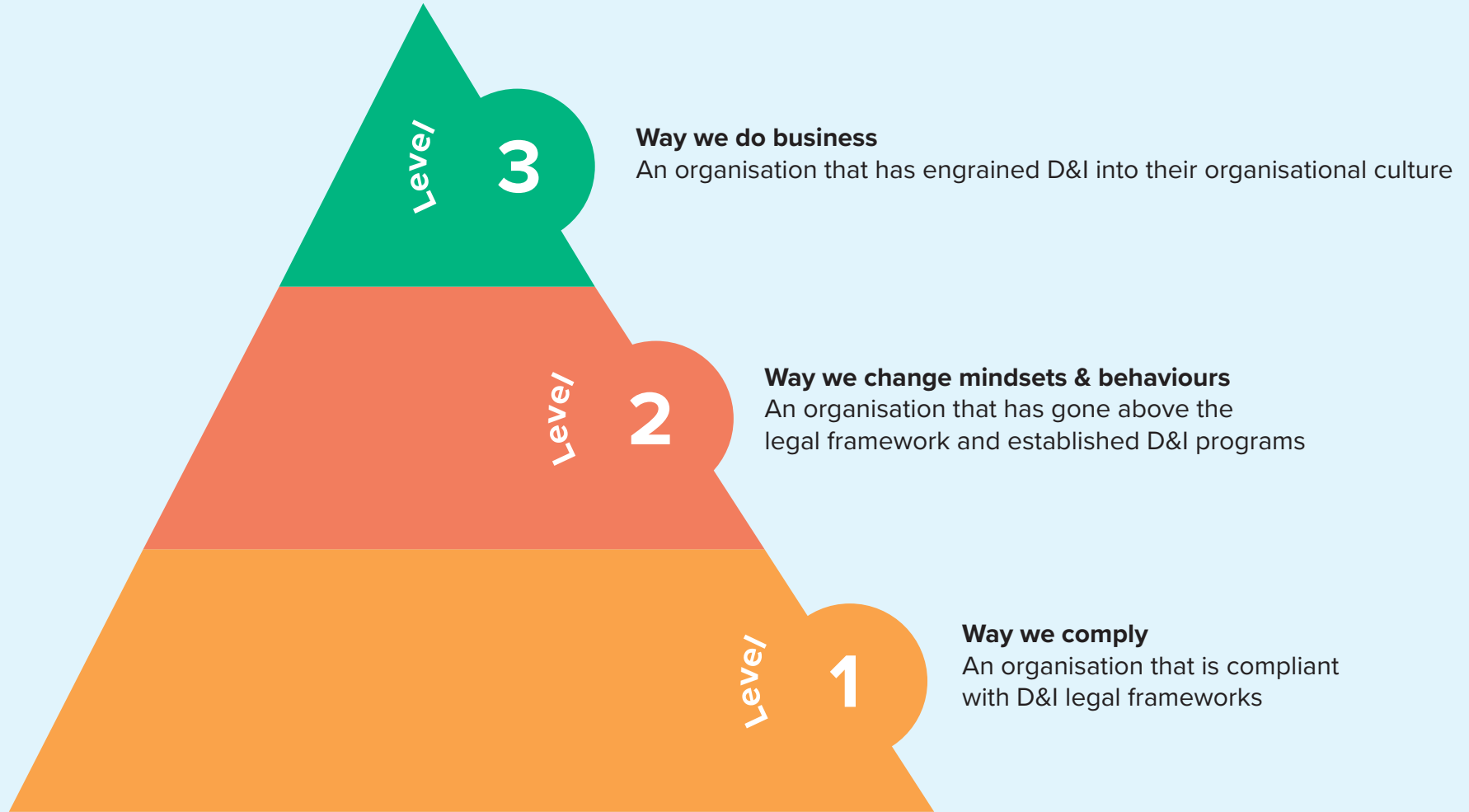


# AHRI'S DIVERSITY & INCLUSION MATURITY MODEL



## THE INCLUSION MATURITY FRAMEWORK



Level **1**

**THE WAY WE COMPLY**

**This level is compulsory**

It gives organisations the legal framework that they must comply with when creating workforce policy, such as anti-discrimination laws and fair work policies.

A level one organisation has laid the groundwork for diversity in their organisation and is a positive and encouraging first step towards taking further action.

**A LEVEL ONE ORGANISATION**

- Stays within the law
- Is regulatory compliant
- Maintains risk management



**BECOMING A LEVEL TWO ORGANISATION**

The groundwork is already there: You have the framework to increase your diversity and inclusion and should now strive to reach level two. It will take effort and constant improvement to avoid sliding back down, but the benefits are worth it.

Level **2** **THE WAY WE CHANGE MINDSETS AND BEHAVIOURS**

A level two organisation has gone above the minimum necessary to meet Australian legal compliance.

They have adopted a strategic approach that is beyond compliance, and have built a business case for D&I. They have been given full leadership support, which actively promotes and encourages diversity and inclusion. They approach D&I in a programmatic way.

**A LEVEL TWO ORGANISATION**

- Clearly defines D&I as part of organisation strategy
- Raises awareness through events and quick wins
- Has targeted programs for diverse talent
- Addresses unconscious bias
- Delivery and great execution of programs are critical
- Has each agenda uniquely sponsored



**BECOMING A LEVEL THREE ORGANISATION**

By setting diversity management as part of their organisational strategy, a level two organisation can evolve to become level three through their programs. Because this process is intrinsically tied to culture change, it can take just as long.

Level **3**

## THE WAY WE DO BUSINESS

A level three organisation has D&I built into their core operating principles, in their very DNA. Instead of being a leader-led initiative, D&I is a function that is owned by everyone, across all employee brackets. This level is holistic, sustainable, and most of all, is the best-practice model for highly competitive, efficient and valuable organisations.

### A LEVEL THREE ORGANISATION

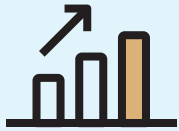
- Has D&I in the very DNA of the organisation
- D&I is foundational to the way it works
- Places a diversity lens across every business practice
- Their future work design is informed by D&I
- Understands exclusion
- Strives for a consistent 'lived experience' for all employees



### GIVING BACK TO THE COMMUNITY

Other businesses look to level three organisations to model their own D&I strategy. They present at conferences and forums, and their programs are AHRI Award winners. Level three organisations continue to build diversity not just in their own organisation, but in the wider business community as well.

## DIVERSITY PAYS OFF



### Increased profitability

Diverse companies are 35% more likely to have financial returns above their industry mean



### Higher equity

Companies with diverse boards have a 95% higher return on equity



### Greater innovation

Above-average diversity companies have 45% higher average innovation revenue

Source:

[www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters](http://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters)  
[www.mckinsey.com/business-functions/organization/our-insights/is-there-a-payoff-from-top-team-diversity](http://www.mckinsey.com/business-functions/organization/our-insights/is-there-a-payoff-from-top-team-diversity)  
[www.bcg.com/en-us/publications/2018/how-diverse-leadership-teams-boost-innovation.aspx](http://www.bcg.com/en-us/publications/2018/how-diverse-leadership-teams-boost-innovation.aspx)